

Human Capital Nirvana



DOE STYLE

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Human Capital Nirvana



Purpose:

To discuss the implementation of the strategic management of human capital within the Department of Energy

Will Discuss:

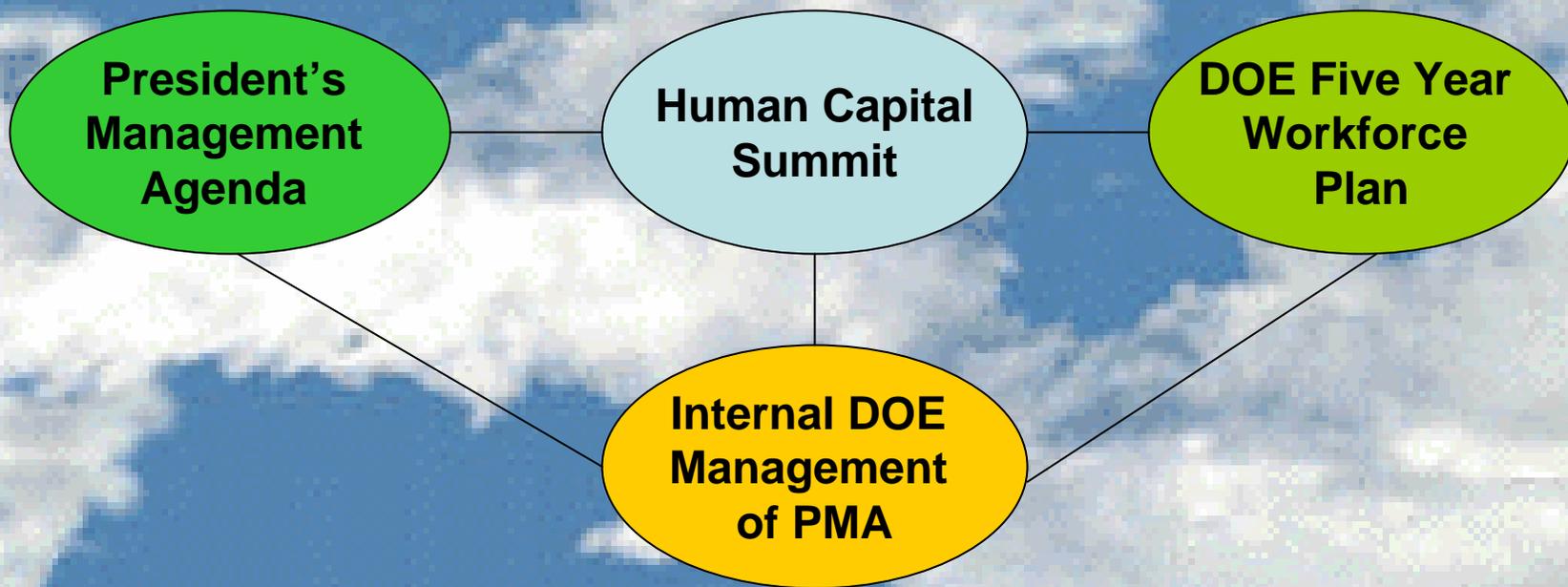
- DOE's approach to managing human capital
- Steps DOE has taken along the journey
- Results achieved

The DOE Environment



- DOE is comprised of a highly diverse group of program and field offices, all with very distinct and separate missions
- Includes Headquarters program offices, power marketing administrations, national laboratories, and the National Nuclear Security Administration
- Program managers responsible - DOE's HCM efforts are designed to help them *manage* their human capital

*DOE's Approach To Managing Human Capital Management**



*To Ensure DOE's Human Capital is Fully Capable of Achieving The Department's Objectives As Stated in The DOE Strategic Plan

Secretary Abraham's HCM Commitment



- ***“...making the Department of Energy's workforce the envy of the Federal Government.”***
- ***“...making DOE an employer of choice through the development and implementation of a well-conceived Human Capital Management plan***
- ***transitioning into leadership positions a diverse workforce whose skills and talents will position the Department as a premier Federal workplace***
- ***“I expect us to build a culture where merit determines promotion and hiring, and where diversity is viewed as a key to recruiting and retaining the best people. “***

DOE's Journey in the Strategic Management of Human Capital



- Jun 2001 Secretary Abraham's HCM Commitment
- Jun 2001 DOE Management Council Commitment
- Jul 2001 Human Capital Summit
- Sep 2001 DOE's Five Year Workforce Plan
- May 2002 DOE Programs Develop Business Visions
- May 2003 HCM Goals in FY04/05 Budget
- Jun 2003 DOE FHCS Results
- Jun 2003 First HCMIP* Reports
- Jul 2003 DOE Internal PMA Scorecard
- Dec 2003 DOE Program Workforce/HCM Plans
- Mar 2004 DOE Strategic HCM Plan

*HCMIP = Human Capital Management Improvement Program

DOE's Human Capital Summit

Short Term Initiatives



- **Performance Management**
- **Management Efficiencies**
- **Recruitment and Retention**
- **Diversity**
- **Leadership Development and Succession Planning**

DOE's Five-Year Workforce Plan



- Submitted in conjunction with DOE's FY 2003 OMB budget request
- Designed as an extension of DOE's initiatives to streamline and move resources to front lines and modernize business practices while improving communications and streamlining decision making
- Deals with all areas of the President's Management Agenda and includes initiatives in contract and project management
- Contains a roadmap in each area of where DOE was and where it is going

DOE's Internal Management of the President's Management Agenda



- DOE Management Council - provides oversight of the Department's HCM efforts
- DOE Program Office Workforce Plans – provides information and details on restructuring and delayering
- DOE FHCS Results – provides information on needed improvements from the *“human”* side of HCM
- DOE Internal PMA Scorecard – provides feedback to program offices on HCM efforts
- HCMIP Reports- provides two-way communication with program & field offices on HCM initiatives

DOE's Current Human Capital Management Efforts Focused In Following 7 Areas:



- **Linking Human Capital Strategies To Agency Missions/Goals**
- **Organizational Realignment and Restructuring**
- **Enhancing Succession Planning**
- **Linking of Agency Missions to Performance**
- **Enhancing Workforce Diversity**
- **Reducing Skills Gaps**
- **Using Outcome Measures In Decision Making**

Linking Human Capital Strategies To Agency Missions/Goals



- DOE's human capital efforts governed by the DOE Management Council – chaired by Deputy Secretary
- DOE's Human Capital Management Strategic Plan developed and posted on web.
- DOE program offices “scored” internally using a quarterly “scorecard” process for all facets of the President's Management Agenda
- Program offices revise their workforce plans on quarterly basis for review and critique
- Human Capital Coalition established by DOE CHCO to coordinate human capital efforts Department-wide (presently building the FY 2005 Human Capital Action Plan)
- Active participation in numerous inter-agency forums and taskforces, including the HRLoB and close liaison with organizations such as Partnership for Public Service

Organizational Realignment



- Initiated by Secretary Abraham in 2001
- Major restructuring initiatives implemented by large DOE organizations
 - ✓ *NNSA* disestablished its three operations offices and realigning staff to eight Site Offices, closer to where the mission work is performed.
 - ✓ *NNSA* consolidating business and admin functions in Albuquerque, NM. - Result = 200 FTE reduction
 - ✓ *Office of Science* implementing “One Science” to improve organization alignment, reengineered business and management systems, and improved efficiencies.
 - ✓ Office of Environmental Management (EM) establishing a consolidated business center in Cincinnati, OH.
 - ✓ SES in EM reduced by 30 percent



Succession Planning

- Established a SES Candidate Development Program – first in 10 years -- looking at beginning another in FY 2006
- Initiated a Mentor Program for GS-13-15 – over 200 “pairs” completed – FY 2004 program expanded to include GS-9-12 “protégés”
- Established goal that at least 15% of new hires in science and technology fields must be “entry-level” (GS-5-9). Running over 20%
- Established a DOE-wide “*Career Intern Program*” -2 year work and developmental experience program
- Established a DOE-wide knowledge management program
- DOE is active participant in USDA Graduate School developmental programs

Linking Mission Goals To Performance



- FY 2002 - established a new SES Performance Management System – Directly linked performance to organizational goals
- FY 2003 - “cascaded” SES System to DOE managers and supervisors – linked performance directly to organizational goals
- FY 2004 - Deputy Secretary established DOE-wide policy that all GS employee appraisals be linked to organizational goals
 - ✓ Reported results indicate that 96% of all organizations reporting to recent data call indicated compliance
- Linkage system and reporting processes are being reviewed for FY 2005 implementation
- DOE committed to eliminating “pass-fail” performance management systems by FY 2006



Enhancing Workforce Diversity

- Hispanic Employment Efforts
 - ✓ Appointed a full time Hispanic Employment Manager
 - ✓ Implemented a Hispanic Employment Plan
 - ✓ DOE's "Recruit America" campaign praised by OPM as a best practice
- Established a Website for people with disabilities with database for those desiring employment
- Implemented a Corporate Recruiting Strategy
- Published a series of workforce tools on the internet that are designed to assist its program offices in their diversity recruiting efforts.
- Created a DOE-wide Corporate Recruiting Council



Enhancing Workforce Diversity

- Diversity of the Department's senior workforce (GS-14, 15 and SES) has measurably increased from FY 2001 to the present.
 - ✓ Women in grades of GS-14 and 15 has risen from 1128 employees in 2001 to 1159 in 2004 despite a reduction of 6.7% in the in the DOE workforce during this time period.
 - ✓ Minorities in grades of GS-14 and 15 has risen from 743 employees in 2001 to 765 in 2004 despite reductions.
 - ✓ Women within the DOE SES workforce rose from 76 in 2001 to 84 in 2004, despite a reduction in the number of SES during this time.
- Hispanics increased from 5.76 in FY 2001 to 6.13%
- Approximately 62 percent of the Department's employees within the 1102 contractor series are either women and/or minorities.



Reducing Skills Gaps

- Skills gap analysis and reduction an integral part of program office's workforce plans
- Implemented web based skill assessment tool to assist efforts
- Implemented a "Back to Basics" supervisory training program to enhance supervisory skills
- Efforts underway to "certify" project and program managers for acquisition, construction and IT project management
- DOE's HQ HR community undergoing a "transformation" effort to establish a "best-in-class" organization
- Since 1998, over 8000 instances of training have been provided to DOE employees through the Professional Skills Training Program
- Department's Federal Technical Capability Program (FTCP) for Nuclear programs – 82.6% qualified (exceed goal)

Using Outcome Measures in Decision Making



- Established a web-based self-assessment program – the “Human Capital Management Assessment Program” (HCMIP)
 - ✓ Initially developed as a knowledge management pilot for the DOE “*Intranet*”
 - ✓ Uses “Standards for Success” derived from those established by OPM
 - ✓ Access available to any DOE personnel for reviewing material and those with User ID/Password to input data
 - ✓ DOE’s offices and sites “learn” from each other
 - ✓ HCMIP to undergo revisions in FY 2005 to provide greater accessibility and incorporate “lessons learned”.
- FHCS instrument used to validate employee response to the Organizational Assessment Survey. Subcommittees were formulated to address identified challenges from the OAS .

Nirvana = A State Of Perfection



DOE Will Continue It's Journey In An Attempt To Achieve "Nirvana" In The Strategic Management of Human Capital

What is Nirvana?

- A Buddhist term defined as a state of mind where all suffering has ceased and one is released from the endless cycle of birth, life, death and rebirth.
- Or any place of complete bliss, delight and peace.



Accountability

Results oriented

Leadership and
Knowledge Management

Metrics

Talent

Strategic Alignment

Workforce Planning
and Deployment



Public

Recruitment
Sources

Employees

Managers

Budget Planners

Policy/Decision Makers

Levels of Enlightenment

DOL's Human Capital Goal



Having the right people, in the right place, at the right time, with the right skills

PMA at the Department of Labor (DOL)

- President's Management Agenda (PMA) "scorecard" – Office of Management and Budget (OMB) rates agency performance against PMA goals
 - Red for unsatisfactory
 - Yellow for mixed results
 - Green for success



We Are **Green** for Human Capital Management!

Management Review Board

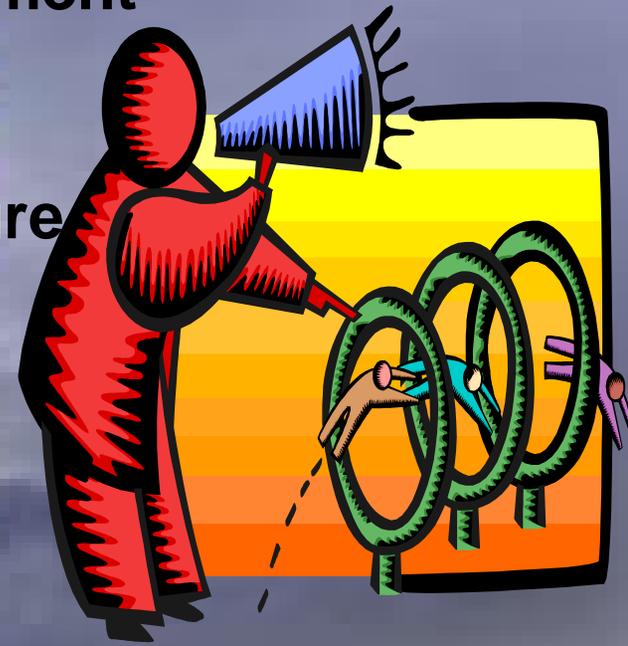
- Established to manage the implementation of the President's Management Agenda, including human capital strategies

Strategic Management of Human Capital at DOL



Human Capital Scorecard Criteria

- 6 dimensions:
 - Strategic Alignment
 - Workforce Planning and Deployment
 - Leadership and Knowledge Management
 - Talent
 - Results-Oriented Performance Culture
 - Accountability
 - Metrics



Strategic Alignment –DOL Management Crosscut

- Requested funding (FY 2004) for human capital management tools and flexibilities
- \$3.5M approved – resulting in the chartering of 7 new projects

Workforce Planning and Deployment

- Workforce Planning Strategies:
 - A centralized approach
 - Analytical reporting tool
 - Quarterly “At a Glance” profiles distributed to Agency Heads

Leadership and Knowledge Management

- Management Development Program (MDP)
- Supervisory Training
- DOL Mentoring Program
- SES Candidate Program

Leadership and Knowledge Management –MDP (cont)

Components

- 360 degree assessment
- individual development plan
- leadership training
- rotational assignments
- mentoring
- job shadowing
- executive interviews

Leadership and Knowledge Management (cont)

- **Supervisory Training**
 - **Ensure managers and supervisors possess the essential competencies to accomplish the agencies' missions**
 - **3 pronged approach:**
 - **Pre-supervisory Awareness**
 - **New supervisors, managers and team leader training**
 - **Continuous development and training**

Leadership and Knowledge Management (cont)

- DOL Mentoring Program
- Serves as a tool to enhance career development
 - Promotes a diverse, high performing workforce
 - Supports succession planning and knowledge management
 - Facilitates and enhance understanding of the Department and its programs

Talent – Competency Analysis

- **Competency Analysis**
 - **68% of DOL jobs are “mission critical” occupations**
 - **Competency models for 27 mission critical occupations developed**
 - **Contracted with NAPA and Lindholm and Associates for competency models**

Talent –MBA Fellows Program

- **MBA Fellows Program**

- **2 year centrally managed program**
- **Outreach targeted to accredited business schools**
 - **Marketing tool-kit sent out to over 350 business schools**
 - **Career Fairs**
 - **MBA Conferences**

Talent –MBA Fellows Program

■ MBA Fellows Program

■ Key Components:

- Orientation
 - Rotational Assignments in different DOL Agencies
 - Individual Development Plans
 - Mentoring
- Placement in DOL Agencies after successful completion of Program

Talent - MBA Outreach Program

- **MBA Outreach Program**
 - **Workforce analysis revealed that less than 1.5% of DOL employees have advanced degrees in business administration**
 - **Such skills are a valuable asset to the management of DOL**

Talent - MBA Outreach Program

- **MBA Outreach Program - designed to attract individuals with business skills**
 - **Mid-level and Senior-level outreach**
 - **MBA Fellows Program – 2 year development program**

Results-Oriented Perf. Culture

- **New uniform performance management system**
 - **Integrates multiple systems with different cycle times and rating scales**
 - **Aligns with departmental priorities, GPRA, and annual performance plans**
 - **“Results”-based performance**

Results-Oriented Perf. Culture

- 4 uniform managerial competency elements
 - Leadership
 - Resource management
 - Coalition building
 - Problem solving and initiative

Results-Oriented Performance Culture (cont)

- **New uniform performance management system**
 - **5 level rating system**
 - **Aligned with fiscal year appraisal cycle and for performance reviews to include executive core competencies**
 - **Developed cross-cutting performance elements for compliance assistance to address any identified workforce skills gap.**

Results-Oriented Performance Culture (cont)

- Commitment to rewarding high performers
 - SES rewards based on results
 - Reward employees throughout DOL
 - 72% of employees received a performance award, 1.4% of salaries
 - Extensive use of special awards: Instant Good-Job, Special Acts and Time-Off awards

Accountability

- DOL in the process of using data-driven results-oriented planning and accountability system to guide overall human capital decisions
 - Human Capital Scorecard agency by agency
 - Semi-annual review
 - Results provided to MRB
 - Used to update Restructuring/Delaying Plan

Integration of HR Technology

- Use of technology to facilitate HR functions across all human capital areas

Integrated 'one-stop shop' human resources and payroll system to streamline administration and improve customer service

- Department-wide time and attendance system to create uniformity and efficiency
- DOORS coming online September 27, 2004

Conclusion

- DOL takes broad approach to human capital by addressing a wide range of areas
 - Strategic alignment through Management Review Board
 - Workforce planning through data reporting, skills gap analysis, and recruitment/outreach
 - Leadership and knowledge management through succession planning programs
 - Attracting talent through MBA Outreach Program
 - Performance management through new uniform system
 - Accountability through agency scorecards